



A STUDY ON JOB SATISFACTION OF EMPLOYEES IN BHEL BHOPAL

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ABSTRACT

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that "A happy employee is a productive employee." Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. The study tries to evaluate how human resource factors affect the satisfaction level of employees in BHEL –BHOPAL. It assesses how far welfare and financial factors motivate the employees in the company. The study also attempts to analyze the opinion of employees towards the working life in the company.

KEY WORDS: Job Satisfaction, Employee Turnover, Job Security, Job Rotation.

JOB SATISFACTION AND WORK BEHAVIOUR:

Job satisfaction is an integral part of organisational health and important elements in industrial relation. The level of job satisfaction seems to have relation with various aspects of work behaviour such as accident, abstention, turnover and productivity.

Research studies have shown that satisfied employee cause fewer accidents. Also satisfied employees are more regular than unsatisfied employees. Less satisfied employees are more likely to quite their jobs than more satisfied employees.

It is generally assumed that satisfied employees are more productive but research reveals no relationship between job satisfaction and productivity. Some of the starting conclusions of the 26 case studies done by their berg etc are:

- 1) In 14 cases workers with positive attitude were more productive and workers with attitude
- 2) In 9 cases there was absolutely no conversation between job satisfaction and productivity.

After various studies it was concluded that job satisfaction did not necessarily imply high performance.

THEORIES ON JOB SATISFACTION:

There are various theories about job satisfaction. Some of them are discussed.

Need Fulfillment Theory: This theory says that a person is satisfied when he gets from his job what he wants. The more he wants something the more satisfied he would be when receives it. To put it differently "Job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied".

Victor. H.Vroom views satisfaction in terms of the positively Valued outcomes that job provides to a person.

The drawback of fulfilment theory is that satisfaction is a function of not only what a person receives but also what he feels he should receive. What may satisfy one individual may not satisfy the other due to different in his expectation.

Equity Theory:- In This theory it is proposed that a person compares what he gets with what others are getting. If he feels he is getting what others are also getting, he feels satisfied. On the other hand if he feels that he is getting less than others, he is dissatisfied. Job satisfaction is thus a function of the degree to which job characteristics meet the desires of the reference group.

Equity theory takes into account not only the needs of an individual but also the opinion of the reference group to which the individual looks for guidance.

Herzberg's two factors theory (hygiene theory)

Frederick Herzberg developed the theory called

"Two factor theory".

The two factors are:

1. Hygiene factors
2. Satisfiers

Hygiene factors are those factors whose absence causes dissatisfaction but their presence in no way increases satisfaction.

E.g.: pay, Company Policy, Supervision etc.

Satisfiers are those factors whose presence causes satisfaction but their absence does not cause dissatisfaction.

E.g.: Achievement, Recognition, Work itself etc.,

Many studies have revealed that the two-factor theory does not actually work. The same factor theory may serve as a satisfier for one but a dissatisfier to another.

In present days of severe competition, Job satisfaction plays an important role in deciding the organization strengths. Job satisfaction is an integral part of organizational health and important elements in industrial relation. In the context of organization strength another important term is "Labour turnover", i.e. the rate of change of workforce, of an organization. High rates of Labour turnover means more number of "Dissatisfied Employees" and it does not well for the organizations future.

JOB SATISFACTION – MEANING AND DEFINITION:

Job satisfaction refers to a person's feeling of satisfaction on the job which act as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Satisfaction does mean the simple feeling state accompanying the attainment by an impulse of its objective. Research workers differently described the factors contributing the job satisfaction and the job dissatisfaction.

"Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal or one's job or job experience" - E.A.Locke

"Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction" - Andrew.J.DuBrins
"Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs" - Fieldman and Arnold

"Job satisfaction is the set of favourable or unfavourable feelings with which employees view their work" - Keith Davis and Newstrom

Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and fre-

quently studied attitude.

LITERATURE REVIEW:

Paul E. Spector (1997) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction.

Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work.

Robert M. Hochheiser (1998) reassessed the meaning of the workplace and proposed a simple formula for success- Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development.

C. J. Cranny, Patricia Cain Smith, Eugène F. Stone (1992) reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities.

Jane Boucher (2004) offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy.

Chris Stride, Toby D. Wall, Nick Catley (2008) presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. The benchmarking data is based on a sample of almost 60,000 respondents from 115 different organizations across a wide spectrum of industries and occupations. Information is given by occupational group, and is further broken down by age and gender.

Joanna Penn (2008) teaches how to improve your position in your current employment, gaining more from your job, discovering more about yourself and what it is you would be happy doing, stress management and people management.

Evren Esen (2007) examined in terms of industry and staff size as well as employee age and gender more than 20 indicators of job satisfaction including career-advancement opportunities, benefits, the flexibility to balance life and work, and compensation.

Elwood Chapman (1993) helps to determine employee level of satisfaction and then assists in making positive changes to increase both satisfaction level and quality of work. Patricia Buhler,

Jason Scott (2009) present an academic argument for building an employee centered culture. They also examined a real-world case study of a company that has experienced the economic benefits of this practice, making it abundantly clear that modern businesses can't afford not to make employee satisfaction a top priority.

DIMENSIONS TO JOB SATISFACTION:

1. Job satisfaction is an emotional response to a job situation. As such, it cannot be seen, it can only be inferred. It relates to one's feeling towards one's job.
2. Job satisfaction is often determined by how well outcomes meet the expectations or exceed the expectations.
3. Job satisfaction and job attitudes are typically used interchangeably.

FACTORS INFLUENCING JOB SATISFACTION:

A. Organizational Factors:

1. Salaries and wages
2. Promotion chances
3. Company Policies

B. Work Environmental Factors:

1. Supervision.
2. Work Group.
3. Working Conditions.

C. Work Itself:

1. Job Scope
2. Variety
3. Lack of autonomy and freedom
4. Role ambiguity and role conflict
5. Interesting Work
6. Personal Factors
1. Age and seniority
2. Tenure
3. Personality
4. Level of Education

STATEMENT OF THE PROBLEM:

Employees are the central forces of an industry and only with their efficiency, an organization can move into success. Only with a group of satisfied employees the

company can lead into success. For employees satisfaction the company must provide adequate welfare measures. By conducting a job satisfaction survey we can analyse whether the employees are satisfied or not and also whether they are motivated by the general, welfare, financial and other related factors.

OBJECTIVES OF THE STUDY:

The study aims to achieve the following objectives:-

1. To evaluate how human resource factors (general factors) affect the satisfaction level of employees in BHEL - BHOPAL.
2. To assess how far welfare and financial factors motivate the employees in BHEL- BHOPAL.
3. To determine the various facilities provided by BHEL- BHOPAL.
4. To determine the opinion of employees towards the working life in BHEL- BHOPAL.
5. To conduct a brief study to analyze the various functions performed by these sections.

METHODOLOGY:

Type and Source of Data:

Both primary and secondary data are used for the study. The primary data are collected by using questionnaire method. Secondary data are collected from books, journals, company manuals, company website, company magazines and informal talk with the officers and the employees.

Tools and Techniques:

Tools and techniques involves various accounting techniques and statistical tools like percentages and ratios, which is used as a device to analyse and interpret the cost and value of human resources of the company as it is one of the most powerful tool of financial analysis. Graphs, tables, figures and bar diagrams are used, as it helps in presenting quantitative facts in simple, clear and effective pictures and are also attractive and create lasting impression.

Population:

The survey was conducted in three departments of BHEL - BHOPAL, Human Resource Development & Industrial Relations (HRD & IR) Department, Personnel Department and Finance & Accounts (F & A) Department. The total number of employees in 3 departments are 148. ! HRD & IR – 38 ! Personnel – 28 ! F & A – 82

Sample:

Convenience sampling was used for the survey. Out of the total 148 employees, 50 employees were selected as sample. The questionnaires were distributed to the respondents in the selected sample.

LIMITATIONS OF THE STUDY:

1. Due to the busy work schedule of the employee chances are there that response to the questionnaires may be with lack of full concentration.
2. Insufficient time lead to inadequate focus in all sections. Analysis and Interpretation of Data For the study on "job satisfaction of employees in BHEL – BHOPAL."

ANALYSIS AND INTERPRETATION OF DATA :

For the study on "job satisfaction of employees in BHEL – BHOPAL", a sample survey has been conducted and data has been collected from 50 employees. The data collected are analyzed on the basis of the following factors :-

HUMAN RESOURCE FACTORS:

The first objective is to analyze human resource factors. Human resource is of paramount importance for the success of any organization. It is a source of strength and aid. Human resources are the wealth of an organization which can help it in achieving its goals. Human resources management is concerned with human beings in the organization. The value ethics, beliefs of individuals working in an organization also form a part of human resource. The resourcefulness of various categories of people and other people available to the organization can be treated as human resources

FINDINGS:

The following are the major findings of the study:-

1. BHEL BHOPAL provides adequate job security to the employees which motivate them to do their work.
2. The employees are free from various tensions regarding their family security and thus they devote more time for their work.
3. BHEL should give more emphasis on training and development programs.
4. Inter personal relationships among employees existing in the organization

needs more encouragement.

5. There is free flow of communication between subordinates, superiors and peer groups.
6. Inter departmental relationships in BHEL is excellent.
7. Majority of the employees are of the view that the promotion policies adopted by the company should be revised.
8. The grievance handling system is favored and unfavored by the employees equally.
9. Job rotation system should be improved with a view to develop multiple skills in employees and create greater job interest and career options.
10. Career development in the company is limited only to ambitious and achievement oriented employees for improving their skills.
11. The employees do not have greater involvement in decision-making.
12. The employees are highly satisfied with the medical benefits provided by the company.

CONCLUSION:

An employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. This job satisfaction study was a procedure by which employees report their feelings towards their job and work environment. It helped to a powerful diagnostic instrument for assessing employee problems. Improved communication is another benefit of the study. Particularly beneficial to the company is the upward communication when employees are encouraged to comment about what they really have in their minds. This job satisfaction study revealed that grievance handling system, promotion policy, job rotation, participation in decision making has to be improved. It helped management, both to get a better handle on why employees are lagging and to plan better solutions to problems and to assess training needs. This study proves that the employees are satisfied with the medical facilities, pension packages, club facilities and canteen facilities provided by the BHEL – BHOPAL. Certain recommendations are given which may be considered by management to satisfy their employees. Thus, the priceless value of human resources is revealed and there lies the need to satisfy them.

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